

The Measurement Reality Check

Most L&D teams have at least one of these blind spots. Use this tool to identify yours and take one concrete action to address it.

Blind Spot	You might have this if...	The cost of ignoring it	Your first move
Scope (Measurement = program evaluation)	You track design and delivery but have no insight into whether L&D is strategically aligned, operationally efficient, or reaching the right people	You know how programs perform but not how your function operates. Without visibility into demand, capacity, and operational efficiency, it's hard to manage the function and its programs.	List every measure you track and mark which part of the L&D system it covers: strategy, operations, learner experience, or programs. The gaps in your list show where to expand next.
Metrics (Measurement for L&D)	Your stakeholders don't ask for your data because it doesn't answer anything they care about.	You produce numbers nobody uses. L&D becomes easy to ignore, or easy to cut.	Ask one business leader: "What decision would measurement data help you make?" Their answer tells you where to start.
Measurement System (Technology as the measurement strategy)	You define your measurement by what your platforms produce, not by what decisions your stakeholders are trying to make.	Your measurement capability is only as stable as your vendor contracts. A platform change forces a rebuild you didn't plan for.	Write down your measurement approach without naming a single tool. That's the starting point for your strategy.

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<p>Decision Making (The Dashboard Trap)</p>	<p>You produce dashboards nobody opens, or reports that get a polite "thanks" and no action.</p>	<p>Data exists but decisions don't change. Measurement becomes a reporting exercise, not a management tool.</p>	<p>For every active report, name the decision it supports and the person who makes it. Redirect the effort behind reports that fail this test toward ones that drive real decisions.</p>
<p>Ownership (Measurement owned by specialists)</p>	<p>One person or team "does measurement." When they leave, measurement leaves with them.</p>	<p>One person can start a measurement practice. It takes collective effort and organizational commitment to sustain it.</p>	<p>Pick one measurement capability (defining measures, analyzing data, or using results) and commit to building it. Measurement belongs to everyone, not just specialists.</p>